



DEPARTMENT	Operations
POLICY/PROCEDURE	STADIUM HEALTH AND SAFETY POLICY
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Document Control

Item	Detail
Document title	Lincoln City Football Club Stadium Health and Safety Policy
Version	Version 9 - 2026 website refresh
Policy owner	Head of Operations, supported by the Safety Officer and competent health and safety advisers
Approval	Board of Directors / Chairman
Applies to	The ProAmpac Stadium, Club controlled operational areas, matchday and non-matchday stadium activities, and relevant LCFC operated sites
Review	At least annually, and sooner following material operational change, incident learning, significant works, change in legislation or updated guidance

This refreshed version modernises the 2025 policy, removes duplicated procedural text, updates the legal and guidance position, and presents the policy in a clearer format suitable for publication on the Club website.

The policy is supported by detailed risk assessments, fire risk assessments, matchday safety documentation, safe systems of work, contractor controls, safeguarding procedures, training records, inspection logs and incident reporting records. Those controlled documents remain live operational documents and should be read alongside this policy where relevant.

How to Read This Policy

Theme	What it means
Leadership	The Board, Chief Executive, senior managers and safety leads set expectations, provide resources and monitor standards.
Arrangements	The Club controls everyday risks through assessment, training, competent supervision, safe systems of work and inspection.
Review	Performance is checked through audits, workplace inspections, incident learning, contractor review and annual policy review.

Policy Statements

Lincoln City Football Club will, so far as is reasonably practicable, provide safe places of work and safe places of public assembly for employees, players, contractors, supporters, visitors, volunteers and anyone else who may be affected by the Club's activities.

The Club will comply with applicable health and safety law, relevant sports ground safety requirements, approved codes of practice, recognised guidance and industry standards. We will maintain access to competent advice and will apply sensible, proportionate controls that reflect the nature of football operations, public events, construction and maintenance activity.

- Provide leadership, resources, training, information and supervision to manage health and safety properly.

- Identify hazards, assess risk and implement safe systems of work that are understood by the people who need to follow them.
- Consult employees and relevant representatives on matters affecting their health, safety and welfare.
- Investigate accidents, incidents and near misses so that learning is captured and recurrence is prevented.
- Select, brief and monitor contractors so that their work does not create unacceptable risk for Club staff, supporters, visitors or other workers.
- Keep the policy and supporting arrangements under review as the stadium, legislation, guidance and Club activities change.

Environmental responsibility: the Club recognises that responsible environmental management is part of good stadium operation. We will seek to reduce waste, prevent pollution, use energy and materials responsibly, manage contractors properly, and consider environmental impact when planning works, events and purchasing decisions.

2026 Legal and Guidance Update

The table below highlights the principal legal and guidance points reflected in this redesign. It is not a substitute for legal advice, but it records the changes and emphasis areas that matter most to a stadium policy.

Area	Update reflected in this policy
Martyn's Law	The Terrorism (Protection of Premises) Act 2025 has Royal Assent. Sports grounds can be in scope and enhanced tier premises are expected where 800 or more people may be present. The duties are not yet in force until commenced by regulations, with a stated implementation period of at least 24 months. The policy now includes protect duty readiness, senior ownership and procedures for evacuation, invacuation, lockdown and communication.
Fire safety	Fire safety arrangements now reflect the Fire Safety Act 2021 and Fire Safety (England) Regulations 2022 where applicable, alongside the Regulatory Reform (Fire Safety) Order 2005. The policy gives clearer attention to fire risk assessment, fire doors, escape routes, emergency lighting, testing, drills and competent review.
HSE management model	The policy replaces older management language with the HSE HSG65 Plan, Do, Check, Act model so leadership, risk control, monitoring and improvement are easier to follow.
RIDDOR	Incident reporting has been clarified so reports are made by the responsible person, with immediate notification where required and correct reporting timescales for reportable injuries, dangerous occurrences and over-seven-day injuries.
Worker protection	The Worker Protection (Amendment of Equality Act 2010) Act 2023 introduced a duty on employers to take reasonable steps to prevent sexual harassment. This has been reflected in the behaviour, harassment, welfare and violence arrangements.
CDM and stadium works	Construction and maintenance arrangements now make clearer that the Club is a commercial client under CDM 2015 when commissioning construction work, with duties around planning, appointment, information, welfare and contractor control.
PPE	PPE arrangements reflect the wider duty to provide suitable PPE free of charge to employees and relevant workers where risk assessments require it.

Public-facing wording: For publication, the policy avoids excessive internal process detail and directs readers to controlled operational documents where the detailed method, record or risk assessment is held.

Responsibilities

Board of Directors and Chairman:

- Hold overall responsibility for health, safety and welfare standards across the Club.
- Ensure the policy is approved, resourced, reviewed and supported by competent advice.
- Set a visible leadership standard and require timely action where significant deficiencies are identified.
- Receive assurance on key risks, incidents, audits, major works, matchday safety and compliance matters.

Chief Executive and senior leadership:

- Ensure health and safety implications are considered before major operational change, stadium works, events, procurement or new working practices.
- Provide suitable resources, supervision and management arrangements for safe operation.
- Maintain access to competent health, safety, fire safety, safeguarding and specialist advice.
- Review health and safety performance, agree objectives and make sure learning from incidents is acted upon.

Head of Operations, Safety Officer and Safety Manager:

- Coordinate day-to-day implementation of the policy and supporting arrangements.
- Maintain risk assessments, safe systems of work, inspections, emergency arrangements and relevant records.
- Advise managers, brief staff, liaise with contractors and escalate unresolved concerns.
- Investigate accidents, incidents and near misses, including RIDDOR assessment where required.
- Support a positive safety culture through communication, training, audits and visible standards.

Managers, supervisors and employees:

- Managers must plan work safely, provide instruction and supervision, and make sure staff are competent for the tasks they are asked to do.
- Employees must take reasonable care of themselves and others, follow training and safe systems, use equipment properly, and report hazards, defects, accidents and near misses.
- No one may authorise or carry out work that knowingly places people in danger or breaches legal health and safety requirements.

Health and Safety Management (Plan, Do, Check, Act)

Stage	LCFC approach
Plan	Set policy, define responsibilities, identify legal duties, assess risk, plan resources, consult staff and identify competence requirements.
Do	Implement controls through safe systems of work, training, supervision, contractor management, emergency planning, maintenance and operational briefings.
Check	Monitor through inspections, matchday review, audits, incident investigation, statutory checks, training review and contractor performance checks.
Act	Improve through action plans, close-out tracking, learning reviews, policy updates, management review and communication of lessons learned.

Risk assessment and safe systems of work: risk assessments will be completed by competent people with input from those who understand the work. Assessments must cover routine and non-routine activities, matchday and non-matchday risk, public interface, contractors, young workers, new and expectant mothers, hazardous substances, manual handling, work equipment and any other relevant specific hazards.

- Controls will follow the hierarchy of control: eliminate, substitute, engineer, administrate, then use PPE as the final line of protection.

- Significant findings will be communicated to staff and contractors who may be affected.
- Assessments and safe systems will be reviewed annually or sooner after change, incident learning, new guidance or evidence that controls are not effective.
- Where specialist risk exists, competent external advice will be used.

Competence, training and consultation: the Club will identify competence requirements for roles, assess competence at recruitment and induction, and provide refresher training where risk, role or legislation changes. Consultation will take place through staff meetings, briefings, toolbox talks, safety meetings and direct engagement where a change may affect health and safety.

Fire and Emergency Arrangements

Fire safety is managed through competent fire risk assessment, planned maintenance, testing, clear evacuation arrangements and regular review. The Club will maintain suitable systems for fire detection, alarm, emergency lighting, firefighting equipment, signage, escape routes, fire doors and assembly arrangements.

- Fire risk assessments will be reviewed annually and sooner where works, occupancy, layout, use or fire precautions materially change.
- Fire alarms will be tested weekly and serviced by competent contractors. Emergency lighting will be tested routinely and fully discharged annually.
- Escape routes, exits and fire doors will be checked through routine inspections and defects will be escalated promptly.
- Fire drills and emergency exercises will be recorded, reviewed and used to improve arrangements.
- Contractors will be briefed on emergency arrangements and hot works will be controlled by permit where required.

Protective security and Martyn's Law readiness: the Club recognises the importance of protective security for sports grounds, events and publicly accessible premises. While the Terrorism (Protection of Premises) Act 2025 requirements are not yet in force until commenced, the Club will prepare proportionately by maintaining public protection procedures, reviewing vulnerability, training relevant staff and coordinating with partners.

Procedure	Operational intent
Evacuation	Move people safely away from danger using suitable exits, stewarding, public address and agreed assembly or dispersal arrangements.
Invacuation	Bring people into, or keep people within, safer parts of the premises where external movement would increase risk.
Lockdown	Secure relevant areas to restrict entry, exit or movement where that is the safer response.
Communication	Provide clear instructions to staff, stewards, contractors, supporters and emergency services using suitable communication channels.

Incident Reporting, First Aid and Welfare

All accidents, near misses, dangerous occurrences and work-related ill health concerns must be reported promptly. The purpose of investigation is to understand cause, protect people and prevent recurrence, not to apportion blame.

- Reportable incidents will be assessed against RIDDOR and submitted by the responsible person where required.
- Fatalities, specified injuries, dangerous occurrences and hospital treatment to non-workers will be escalated immediately.
- Over-seven-day incapacitation of a worker will be reported within the required timescale.
- Serious incidents will be reported to insurers and senior leadership as appropriate.
- Records, witness details, photographs and investigation findings will be kept securely.

First aid provision will be based on assessment of need, taking account of work activities, event profile, public attendance, location, staffing and emergency response arrangements. First aid kits, eyewash and medical equipment will be checked and replenished. Trained first aiders will be appointed and records maintained.

The Club recognises that health includes mental health and wellbeing. Managers will be alert to stressors such as workload, working hours, role clarity, working relationships, change and traumatic incidents. Staff will be encouraged to raise concerns early and will be signposted to suitable support, including Mental Health First Aiders where available.

Occupational health support and health surveillance will be used where risk assessment identifies potential long-term health risk, including exposure to noise, vibration, hazardous substances, asbestos or other relevant occupational hazards.

Workplace Risk Controls

Topic	Control summary
Welfare facilities	Suitable toilets, washing, drinking water, rest and changing arrangements will be provided and maintained in a clean, safe and usable condition.
Slips, trips and falls	Housekeeping, floor condition, lighting, weather controls, spill response, safe storage and defect reporting will be actively managed.
Manual handling	Manual handling will be avoided where reasonably practicable. Where it cannot be avoided, loads, task, environment and individual capability will be assessed and aids used where suitable.
Display screen equipment	Workstation assessments, ergonomic guidance, suitable furniture and eyesight arrangements will be provided for DSE users.
Noise	Noise exposure will be assessed and controlled, with hearing protection zones, training and health surveillance where required.
Vibration	Hand-arm vibration risk will be reduced through tool selection, exposure control, maintenance, monitoring, information and health surveillance.
Legionella	Water systems will be risk assessed, controlled, monitored and maintained by competent persons.
Smoke-free environment	Smoking and vaping controls will be applied in buildings, vehicles and designated areas in line with law and Club requirements.
New and expectant mothers	Specific risk assessments will be completed when notified, with reasonable adjustments and review as appropriate.
Young people	Young workers and work experience placements will be individually assessed, trained and supervised, with prohibited tasks identified.

Contractors, Construction and Permits

Contractor management: contractors will be selected on competence, suitability, experience and health and safety performance. The Club will provide relevant site information and require suitable risk assessments, method statements, insurance, training evidence and statutory registrations where applicable.

- Contractors must sign in, follow site rules, maintain safe access and protect the public, staff and other contractors.
- Work will be monitored proportionately, with unsafe work stopped where necessary.

- On completion, relevant certification, manuals, guarantees, test records and health and safety file information must be provided where applicable.

CDM 2015: where the Club commissions construction work, it will act as a commercial client under CDM 2015 and will make suitable arrangements for managing the project. This includes appointing competent dutyholders, allowing sufficient time and resources, sharing pre-construction information, ensuring welfare, and making sure a construction phase plan is in place before work starts.

Permits to work: a permit to work will be used for higher risk activities where required, including hot works, work at height, electrical work, confined spaces, lifting operations, breaking ground or other activities identified by risk assessment.

Plant, Equipment and Hazardous Work

Topic	Control summary
Electrical safety	Electrical installation and equipment will be inspected, tested and maintained by competent persons. Live working is prohibited unless justified, planned and controlled by competent persons.
Work equipment	Equipment will be suitable, maintained, inspected, guarded, stored safely and used only by competent authorised persons where the risk requires it.
Plant and machinery	Plant will be operated only by authorised and trained persons. Pre-use checks and recorded inspections will be completed where required.
COSHH	Hazardous substances will be eliminated or substituted where possible. COSHH assessments, safety data sheets, storage controls, training and PPE/RPE will be used where required.
Highly flammable liquids	Storage, handling, transport and use will be controlled with suitable containers, separation, fire precautions, signage and emergency arrangements.
Asbestos	Asbestos information will be maintained and shared before works. Suspect materials must not be disturbed. Licensed contractors will be used where required.
Abrasive wheels	Abrasive wheels will be used only by trained persons, with correct wheel selection, guarding, PPE, inspection and maintenance.
Leptospirosis	Where work may involve contaminated water, drains, waste or rodent risk, controls will include hygiene, first aid, waterproof dressing, information cards and PPE.

Work at Height, PPE and Lone Working

Work at height will be avoided where reasonably practicable. Where it is necessary, the Club will assess the work, select suitable access equipment, prevent falls, protect people below, consider rescue arrangements and use trained persons. Ladders and stepladders will be used only for low risk, short duration work where three points of contact can be maintained and safer access is not reasonably practicable.

PPE and RPE will be provided free of charge where identified by risk assessment. It must be suitable, compatible, maintained, stored correctly and used as instructed. Respiratory protective equipment requiring a seal will be face-fit tested.

- Lone working will be avoided where reasonably practicable and controlled through risk assessment, communication, supervision and emergency arrangements where it cannot be avoided.
- The Club will not tolerate violence, abuse, bullying, harassment or sexual harassment. Reasonable steps will be taken to prevent unacceptable behaviour and protect staff, contractors and visitors.

- Driving for work will be controlled through licence checks, insurance checks, vehicle maintenance, journey planning, fatigue management and prohibition of mobile phone use while driving.

Safeguarding, Children and Public Safety

Lincoln City Football Club is committed to safeguarding children, young people and vulnerable adults connected with Club activities. Safeguarding is managed through Club and Academy policies, safer recruitment, DBS checks where required, induction, role-specific training, supervision and clear reporting routes.

- The Club will promote a positive, accountable culture where concerns can be raised and acted upon promptly.
- Safeguarding concerns, allegations or disclosures will be referred through the appropriate safeguarding route and, where required, to statutory agencies.
- Children and unauthorised persons must not operate or assist with hazardous machinery, plant or equipment.
- Areas, buildings, machinery and work equipment will be secured to prevent unauthorised access, particularly during works, events and out-of-hours periods.

Public safety: Stadium operations involve staff, supporters, players, contractors, visitors, media, emergency services and members of the public. Risk controls must therefore consider not only employees, but everyone who may be affected by Club activity.

Monitoring, Audit and Improvement

The policy is not a static document. It is supported by routine inspection, statutory testing, training review, incident learning, contractor monitoring, matchday debriefs and periodic audit. Actions from inspections, audits and investigations will be recorded, assigned and monitored to close-out.

Activity	Purpose
Workplace inspections	Identify defects, housekeeping issues, unsafe conditions and maintenance needs before they cause harm.
Statutory checks	Confirm that equipment, installations, fire precautions and safety-critical systems remain suitable and maintained.
Incident review	Understand causes, identify trends and prevent recurrence.
Contractor review	Confirm quality, safety performance, communication and suitability for future appointment.
Annual management review	Check whether the policy, responsibilities, risk profile, resources and legal references remain current.

The Club will continue to improve its health and safety management by learning from inspections, audits, incidents, staff feedback, partner feedback, matchday experience, external guidance and changes to the stadium environment.

Key Legal and Guidance References

- Health and Safety at Work etc. Act 1974.
- Management of Health and Safety at Work Regulations 1999.
- Workplace (Health, Safety and Welfare) Regulations 1992.
- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013.
- Regulatory Reform (Fire Safety) Order 2005; Fire Safety Act 2021; Fire Safety (England) Regulations 2022.
- Construction (Design and Management) Regulations 2015.
- Control of Substances Hazardous to Health Regulations 2002.
- Control of Noise at Work Regulations 2005; Control of Vibration at Work Regulations 2005.
- Electricity at Work Regulations 1989; Provision and Use of Work Equipment Regulations 1998; Lifting Operations and Lifting Equipment Regulations 1998.
- Work at Height Regulations 2005; Personal Protective Equipment at Work Regulations 1992 as amended.

- Safety of Sports Grounds Act 1975; Fire Safety and Safety of Places of Sport Act 1987; Guide to Safety at Sports Grounds.
- Terrorism (Protection of Premises) Act 2025 and Home Office guidance, once commenced.
- Worker Protection (Amendment of Equality Act 2010) Act 2023.
- HSE HSG65: Managing for health and safety.
- Relevant FA, EFL, SGSA, local authority, emergency service and safeguarding guidance where applicable.

Controlled documents: This public policy should be read with the Club's controlled risk assessments, matchday safety documentation, fire safety records, safeguarding policies, contractor files, inspection records and emergency plans.